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DDA 76-4403

1 September 1976

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, "E" Career Service
Comptroller
General Counsel
Inspector General
Legislative Counsel

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Personnel Management

The Deputy Director of Central Intelligence has presented me with a memorandum on the same Subject as above, dated 19 August 1976, a copy of which is attached. With his knowledge I am forwarding his memorandum to you and, additionally, am seeking your assistance at this time. In the near future, a representative of the Office of Personnel will contact your senior Personnel Officer in an endeavor to ascertain certain facts that pertain to the elements of personnel management mentioned by the Deputy Director. Our approach in this matter is first to identify all relevant facts after which an analysis will be made to, first, identify the extent of the problem and, secondly, develop remedial options where appropriate. We are targeting toward mid-October 1976 to bring this matter to the Executive Advisory Group.

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John F. Blake

Attachment

Distribution:

Original - DDI

1 - DDO

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1 - DDCI

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E2 IMPDET
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Attachment: DDA 76-4194 Memo to DDA (EYES ONLY) fr DDCI, dtd
19 August 1976; Subject: Personnel Mgmt

- 1 - DDA Subject w/background (file EYES ONLY)
- 1 - DDA Chrono w/o background (DO NOT CIRCULATE)
- 1 - JFB Chrono w/o background (EYES ONLY/GENERAL)

DDA:JFBlake:der (1 September 1976)

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DDA 76-4194

19 August 1976

NOTE FOR: DDA

SUBJECT : Personnel Management

Jack:

In our consideration of the mission of the Executive Advisory Group (EAG), we discussed the need to examine the structure and process by which we manage our personnel. I want the EAG to consider this subject, and I have asked Jim Taylor to schedule a meeting as soon as practical. The subject will be controversial; the ideas below will suggest major changes in existing approaches to personnel management. While aspects of the personnel management function are carried out at every level of the organization, the Office of Personnel, itself, has a central staff responsibility. Hence, it is appropriate that you take on the task of organizing consideration of these issues by the EAG.

I see at least seven major problems with our present arrangements. First, the fact that the assignment process has been considered a Directorate responsibility has meant that decisions as to individuals for certain key positions have not been pursued as broadly as might otherwise have been the case. Second, while we have pursued the concept of early separation of personnel (the bottom 3-5 percent exercises), I do not believe this process has been carried out either uniformly or effectively by all components. Third, we have done a relatively poor job (the DDA is a notable exception) of encouraging rotation between Directorates, and I doubt the present decentralized system can be expected to ensure that at least a limited number of people have significant inter-Directorate experience. Fourth,

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I am concerned that our promotion process is overly focused on meeting the expectations of average employees and that we are not responsive enough to demonstrated excellence. Fifth, our EEO processes are simply not getting sufficient results. Sixth, we need to find better ways to decide on the proper mix and balance of personnel among components. (This includes examination of such basic things as the right mix between specialists and generalists, professionals and clericals, and the degree to which we should require special skills such as foreign languages.) Seventh, we need to know how well or poorly we are doing in assigning and orienting our personnel in their first assignments--the crucial stage in any career.

I would like to ask you to bring to the EAG serious proposals for improvement of our performance in these areas. I must leave the development of ideas as to how we should proceed to you. I confess to a general bias that the time has come for a change in the Agency's traditional approach to personnel activities and organization. In addition, there is a strong implication that we need centralized control over certain aspects of the personnel process which have heretofore been in Directorate hands.

I know this subject will be difficult for you to take on, and I can hear even now the squawks of pain which some of these ideas will elicit in the DDA as well as elsewhere. I am sure, however, that I can count on you to give this extremely important subject the attention it deserves

E. H. Knoche
DDCI

cc: Comptroller